

Ref number	Risk name	Risk description	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Date of last review	Changes since last update
SHDCHRA01	Business continuity	Risk around business continuity and recovery in the event of a major incident or event	<p>The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared across the sub-regions and procedures and policies are being joined up to make our response to and recovery from an incident more efficient and effective. A strategic group meets regularly, including representation from PSPS, with minutes and actions reported to LT Governance for awareness. Staff across the S&ELCP are regularly trained at both Silver and Gold command in order to take a full part in a Lincolnshire-wide emergency response and support our partners in the sub region. All three councils are members of the Lincolnshire Resilience Forum, enabling access to expertise held by LCC whilst retaining staff, resources and expertise in each sovereign council within an EP&BC structure across the Partnership. Senior staff within the Councils are involved in training exercises delivered by the LRF. Regular 'live' training exercises are coordinated at County level to maximise preparedness in each council and across the sub region.</p> <p>Each authority has an Emergency Plan & Business Continuity Plan in place in order that service delivery can be prioritised and maintained at such times. A joint emergency and business continuity plan was approved in 2021 for ELDC and BBC to improve resilience and capability with plans for a more joined up approach across the sub region with the advent of the S&ELCP. Public Sector Partnership Services (PSPS) and Magna Vitae have Business Continuity Plans in place. Work is underway in 2023 to update and align all BC plans across the Partnership. It is anticipated that this work should be completed by the end of Quarter 4 2023/24.</p>	3	3	Medium (9)	Tolerate	Continued partnership working with the Lincolnshire Resilience Forum (LRF)	3	3	Medium (9)	10/07/25	No change.
SHDCHRA02	Health and Safety	Risk of failure to comply with Health and Safety requirements	<p>The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared across the sub-region and procedures and policies are being joined up to provide a more efficient and effective approach towards H&S compliance.</p> <p>The partner Councils receive specialist Health and Safety advice from Public Sector Partnership Services who support the Partnership Health and Safety Governance Group (chaired by the Assistant Director – Regulatory) and the Staff Health and Safety Forum. Both operate under agreed terms of reference and feed into the LT – Governance. LT Governance receive minutes and recommendations for approval from the Governance Group and the staff Forum. Policies and procedures are agreed at the Governance Group and referred to LT Governance for information.</p> <p>Health and Safety is included within Internal Audit's annual audit plan. The audit undertaken in 2021 demonstrated a substantial level of assurance.</p>	2	3	Medium (6)	Tolerate	Continued monitoring and reporting	2	3	Medium (6)	10/07/25	No change.
SHDCHRA03	Risk oversight	Risk oversight reduced as part of the South and East Lincolnshire Councils partnership. Overseeing the risks including a regular review of the profile and acceptance of the mitigations of the service may be reduced due to a shared SLT	<p>Work with PFH and Section 151 taking place to mitigate. Transformation programme established to fully review landlord operations, oversee by a Transformation Board made up of representatives from across the partnership. The Board is chaired by the PFH for Strategic and Operational Housing and sponsored by DCX Corporate Development. Governance has been identified as a key priority which will include a suite of performance information being reported to SLT, PMP and Cabinet. Near misses from a health and safety and compliance with the consumer standards perspective reported to Deputy Chief Exec. HRA Governance Arrangements adopted by Cabinet.</p>	3	3	Medium (9)	Tolerate	Continued monitoring and reporting	3	3	Medium (9)	10/07/25	No change.
SHDCHRA04	Management of health and safety	Insufficient arrangements in place to monitor and manage compliance.	<p>Service specific H&S procedures. Training for staff in key areas; standing items on team meeting agendas. Programme in place for gas, electric, asbestos, legionella, and fire safety. Decent Homes programme in place. Programme for stock condition surveys. Dedicated resource in place to manage compliance from Jan 24. Programme of training drafted and being rolled out with support of PSPS. Random audit checks to delivered. Housing Repairs Manager formally appointed as Health & Safety Lead for the HRA.</p>	2	4	(Medium) 8	Tolerate	Continued monitoring and reporting	2	4	(Medium) 8	10/07/25	No change.

SHDCHRA05	Management of health and safety of DLO	Inadequate arrangements in place to meet the HSE requirements as a DLO employer	Service specific H&S procedures; Qualified and certified employees; adequate insurance; programme for insuring training remains valid; self-audits. Programmed inspections of equipment and daily use inspections carried out by operators, which highlight any equipment deficiencies or damage, supply chain in place to replace equipment as necessary, larger items are hired to avoid replacement and service costs RA's, COSHH and SSOW in place and updated in line with H&S best practice, digital copies held in office and hard copies held by each tradesman. Regular training and tool box talks held in reference to H&S issues, compliance and the use of equipment.	1	5	Medium (5)	Tolerate	Continued monitoring and reporting	1	5	Medium (5)	10/07/25	No change.
SHDCHRA06	Data	Inaccurate or incomplete data	NEC Training for officers provided, IT skills audit. Data validation for TSM perception surveys carried out by external consultant and methodology explained. Sewerage Treatment Works stock condition data verified externally. Statutory testing such as gas and electricity goes through quality assurance process before data is agreed. Annual training programme of all staff reviewed to ensure understand obligations. Management checks on data. Updates to HLB. Data Strategy and KPI suite established setting out data collection and reporting process.	2	3	Medium (6)	Tolerate	Continued monitoring and reporting	2	3	Medium (6)	10/07/25	No change.
SHDCHRA07	Listening to tenants	Failure to listen and respond to the tenant voice	The Housing Transformation Programme action plans includes tenant engagement and involvement as a key priority. Member and officer briefings around Consumer Standards and risk of not meeting these. Transformation Programme established and tenant voice theme in Mandate and Strategy, adopted by Members. Member and staff training, work with HRA to review the manner and culture towards tenants. Tenant engagement Lead Officer appointed and Tenant Engagement Strategy adopted by Cabinet. Programme of activity scheduled for 25/26 including launch of Tenant Forum in July 2025	2	2	Low (4)	Tolerate		2	2	Low (4)	10/07/25	Risk reduced from 2,3 to 2,2 following appointment of Lead Officer and engagement strategy being adopted.
SHDCHRA08	Tenant engagement resource	Lack of appropriate resources in place to facilitate tenant engagement	The Housing Transformation Programme action plans includes tenant engagement and involvement as a key priority. Member and officer briefings around Consumer Standards and risk of not meeting these. Transformation Programme established and tenant voice theme in Mandate and Strategy, adopted by Members. Tenant Engagement Post added to HRA budget, due for adoption in February by Council. Job evaluated and job description drafted ready to recruit.	3	3	Medium (9)	Treat	Continue to monitor resources	2	3	Medium (6)	13/08/25	No change to score.
SHDCHRA09	Qualification requirements	Management Team not qualified to the prescribed standards of the Regulator	Housing Managers and AD-Housing commenced CIH studies and so considered to be working towards consultation requirements, due for completion during 2025/26.	2	2	Low (4)	Tolerate	Studies to be completed and continue to monitor MHCLG guidance	2	2	Low (4)	10/07/25	No change.
SHDCHRA10	HRA business plan	HRA not having an agreed strategy on how to implement all of the matters identified for improvement, growth, BAU and transformation	Monthly budget meetings and forecasts reviewed. Designated Finance Business Partner. Regular reporting in place with S151 and Members. Stock condition surveys programme. Savills awarded contract to draft business plan and work well underway with latest stock data and budget being used as part of modelling. Programme of works approved by s151 including. Due for adoption as part of budget setting for 26/27	3	3	Medium (9)	Treat	Business plan and Asset Management Strategy to be adopted in q4 25/26	1	1	Low(1)	13/08/25	No change.

SHDCHRA11	Failure to meet Regulatory Consumer Standards	Failure to adapt the service to meet the new regulatory standards	Housing Transformation Programme established, Member and officer briefings, performance data published to Portfolio Holder on a monthly basis. Action plan logging requirements and transformation board established to track progress. Senior Leaders briefed on changes and risk. Continued service improvement is being tracked by the Housing Transformation Board which will support a decreasing risk level. Council inspection commenced February 2025, for completion in July 2025. Outcome of inspection and expectations from the RSH may impact this score (once judgement released).	3	3	Medium (9)	Treat	Regulatory Judgement expected July 2025	2	2	Low (4).	10/07/25	No change.
SHDCHRA12	Failure to self-refer to the regulator	Failure to self-refer to the regulator when a breach has been identified	Housing Transformation Programme covers actions to reduce the greatest risks, PFH regularly updated, members on board, Transformation Board to monitor progress. HRA HLB ToR agreed and updated to include referrals to the responsible person for reporting regulatory breaches. Updated procedure in place to deal with reporting issues to the RSH. Self referrals discussed on a six weekly basis by Housing Landlord Board.	1	3	Low(3)	Tolerate		1	3	Low(3)	10/07/25	Reduced from 2,3 to 1,3. Procedure in place and reviewed July 2025.
SHDCHRA13	Impact of Awaab's law	Unable to deliver strict operating procedures set within consultation on draft legislation.	Response submitted to the consultation which closed on the 6.3.2024. Revised approach to Damp, Condensation and Mould (Dec 24) delivers most of the requirements, apart from timescales as these are currently set within contracts. It is likely that the new legislation will require additional resources in view of the reduced timescales for response, and also the need for ongoing monitoring to ensure that the problem has been effectively resolved. Guidance published by MHCLG in June of which Officers are currently working through. Phase 1 deadline is October 2025. (3 phases involved of which are anticipated to have greater impact).	4	3	High (12)	Treat	Review impact of guidance and determine next steps.	3	2	Medium (6)	10/07/25	